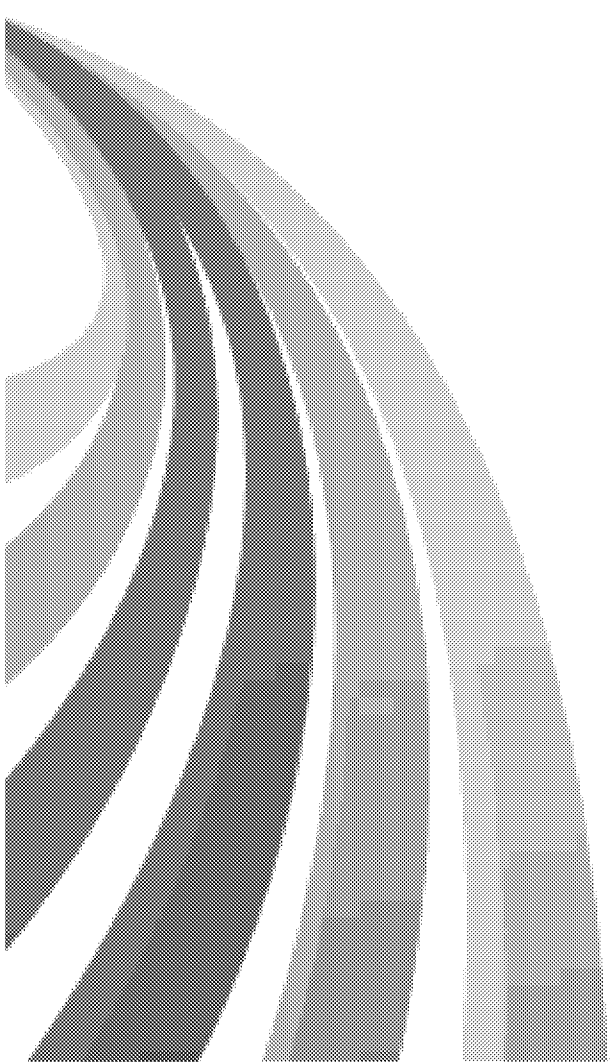




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# Preliminary Recommendations of the Americas Business Dialogue



Facilitated by





# Americas Business Dialogue (ABD) Preliminary Policy Recommendations

## Table of Contents

Introduction to the ABD Recommendations .....	5
Agribusiness .....	6
Digital Trade and Economy .....	8
Energy .....	10
Finance .....	13
Human Capital and Innovation.....	15
Infrastructure & Logistics .....	17
Natural Resources .....	19
Regulatory Cooperation .....	21
Trade Facilitation .....	23
Transparency .....	25



# Introduction to the ABD Recommendations

The Americas Business Dialogue (ABD) is an initiative driven by the private sector and facilitated by the Inter-American Development Bank (IDB) aimed at fostering a high-level public-private policy dialogue among business and government leaders of the Western Hemisphere on the opportunities, challenges and priorities for the region's economic growth and development.

The goal of the ABD is to work jointly with governments in building a constructive public-private agenda. ABD seeks to improve infrastructure and strengthen trade, promote transparency and financial integration, stimulate innovation and the development of human capital, support the digital economy and maximize the potential of the region's energy and natural resources.

The ABD has ten working groups: Agribusiness, Digital Trade & Economy, Energy, Finance, Human Capital & Innovation, Infrastructure & Logistics, Natural Resources, Regulatory Cooperation, Trade Facilitation and Transparency.

Each working group has developed a set of distinct policy recommendations that reflect a consensus based on the ideas, discussions and technical expertise of ABD's extensive network which includes more than 300 leading companies and major business associations from the Americas (see Annex 1 for members). Throughout 2017, the ABD has presented its preliminary recommendations at high-level regional ministerial meetings such as the IDB's Annual Meeting in Paraguay, the III Ministerial Meeting of the Energy and Climate Partnership for the Americas (ECPA) in Chile and the X Americas Competitiveness Forum in México.

The ABD is thankful for the opportunity to share an executive summary of preliminary recommendations that will be presented for the consideration of Heads of State at the VIII Summit of the Americas. In addition to the finalized recommendations, action plans supporting each recommendation will be shared at the Summit.

The ABD is certain that through a strong public-private partnership the region can achieve sustained economic growth, increased productivity and enhanced competitiveness to ultimately improve lives in the Americas. ABD members strongly believe that much more can be accomplished if both public and private sectors work together. The ABD welcomes the opportunity to partner with governments to identify areas for collaboration in the implementation of the ABD recommendations and to leverage, along with private sector knowledge and expertise, similar government initiatives that are currently in flight.

Finally, the ABD looks forward to continuing this dialogue with governments in preparation for the upcoming Summit of the Americas with the goal of developing a strong public-private partnership in support of prosperity for the region.

# Agribusiness

As the Americas is rich in three of the most important ingredients for agricultural production - land, water and natural habitat - the region has the opportunity to become the main food supplier for a global population that demands better-quality food produced in a sustainable and socially inclusive way.<sup>i</sup> According to the Food and Agriculture Organization of the United Nations (FAO), by 2050 food production will have to increase by 60% to meet the nutritional demands of more than 9 billion people.<sup>ii</sup>

Agribusiness in the Americas can make significant contributions to the world as it is key for: i) improving food security; ii) mitigating poverty and environmental impacts; ii) creating employment; and iii) raising incomes. Moreover, Agribusiness is impacted by increased demand for food, the use of agricultural products for energy production, the adoption of new technologies, and the emergence of new ways of organizing along value chains. These transformations do not take place in isolation. Rather, they are part of structural changes, such as the digitalization of the economy and its effects on access to products, the scale of production and the value for users.

The Agribusiness sector in LAC also has large potential for public-private collaboration. These partnerships could enhance the competitiveness of the Agribusiness sector and help to overcome the limitations surrounding the availability of natural resources and the negative impact of climate change on food production.

Competitiveness for the region depends on the existence of agricultural enterprises that are capable of innovation, integration and inclusion. Therefore, it is crucial that as advancements are made in the region agricultural value chains keep pace. To achieve this, the agribusiness sector should be considered when crafting sustainable and inclusive development agendas.

## **ABD Recommendations:**

The goal of the ABD Agribusiness working group is to provide policy recommendations and support governments in enhancing the competitiveness of the agribusiness sector in the region.

In support of this goal the ABD proposes the following recommendations for the consideration of the leaders at the VIII Summit of the Americas and welcomes the opportunity to partner with governments on implementation:

- 1. Develop policy to incentivize the inclusion of producers of all sizes in the full agribusiness value chain (from crop inputs through to packaging). These policies should support inclusion for all aspects of the small and medium producers, particularly those with low skilled workers.**

There are opportunities for action in support of this recommendation in both the private and public sectors. In the public sector, action begins with the ministries of agriculture, labor and social affairs (when corresponding). These ministries can consider forming agricultural value stream teams focused on including the small and medium producer community in the end to end value chain and addressing skill growth for workers who may have been replaced by automation and require training programs to incorporate innovative practices in daily work. The private sector can contribute through partnering with the governments to bring medium and small-scale producers into the value chain, supporting producers to implement sustainable and environmentally sound growing practices. Packaging for example is an area with significant opportunities to reducing waste.

- 2. In an effort to preserve land and water table quality, implement processes to regularly and transparently measure (e.g. soil quality, crop rotation), track and protect land and water health in the region.**

The goal of this recommendation is to protect and preserve the region's land and water to ensure that they remain productive assets to the region for generations to come. To accomplish this, both the private and public sector can work together to develop and commit to processes that transparently measure and report on water and land quality aspects over time. With specific data and proper understanding in hand, it will be possible to plan targeted interventions to protect these vital resources.

- 3. Invest in research to provide answers to societal questions surrounding consumption of food connected to the latest agricultural technologies (i.e. GMOs) to help shape the direction of future agribusiness innovation.**

The focus of this recommendation is to use science to answer key consumption questions in the market. Working to answer some of these key societal questions around things like GMO consumption and the underlying properties of food being distributed will help create informed consumers and guide further innovation in the agribusiness value chain. Regulations should be based on sound science and made through a transparent process.

- 4. Create and implement a master infrastructure development plan for the rural sector to prevent migration to urban areas.**

Maintaining a thriving rural population is important to the ongoing success of agribusiness in the region. To prevent current population migration to urban areas and maintain population levels for the next generation, rural infrastructure needs to mature and expand. A master infrastructure plan should focus on addressing access to key services such as health, water and education and also bringing connectivity to the rural sector. Likewise, state of the art irrigation and drainage systems and roads that connect remote areas with value chains are key to incentivize rural populations to work the land.

- 5. Establish clear, stable and predictable phytosanitary and sanitary protocols to ensure food safety and animal and plant health.**

Achieving consistent excellence with phytosanitary and sanitary protocols will help avoid unjustified non-tariff barriers and facilitate access to world markets.

- 6. Establish a framework for protecting intellectual property associated with agribusiness innovation.**

Without frameworks in place to protect IP, agribusinesses are deterred from fully deploying their latest initiatives and innovations. This negatively impacts the competitiveness of all agents participating in the global agribusiness value chain as it keeps yield and environmental practices below par.

# Digital Trade and Economy

As technology makes exponential progress in its capacity to process information that can generate knowledge, there is practically no economic activity today beyond its reach. Latin America and the Caribbean (LAC) is a primary example of this phenomenon as one of the fastest growing regions in the world in terms of Internet adoption (particularly via mobile broadband) in the last five years. While in 2000 fewer than 5% of LAC's population used the Internet, by 2015, half of the region was online.<sup>iii</sup>

Increasing digitalization promotes disruptions in traditional business models and in the long-term, favors the emergence of new ventures and modernized business plans. Companies adopting new technologies in the region show an enhanced potential to grow exports and generate other positive externalities in terms of innovation in the business ecosystem.

The digital revolution is not only increasing productivity and economic growth, but also shaping LAC's trade patterns as new economies of scale are created. Entrepreneurs and businesses are building new digital services and platforms in areas such as payments and shipping. These new platforms enable them to regionalize offerings at a far lower cost than traditional brick-and-mortar peers and allow them to reach multiple markets with a lean staff.

Adequate supporting infrastructure is essential to fully capitalize on the benefits of the Internet, Information and Communications Technology (ICT) and related technologies. In addition, regulatory and institutional environments are vital dimensions in this new context because just as digitization disrupts traditional business models, so too it disrupts conventional regulatory approaches. The region must embrace these challenges in order to take full advantage of the digital economy.

## **ABD Recommendations**

The goal of the ABD Digital Trade and Economy working group is to provide policy recommendations and support governments in harnessing the region's potential to increase overall competitiveness and economic growth through digitization.

ABD proposes the following recommendations for the consideration of the Leaders at the VIII Summit of the Americas and welcomes the opportunity to partner with governments on implementation.

### **1. Promote a flexible and interoperable model of personal data protection in the region.**

Information and data are the core assets of the digital economy. LAC still needs a fully comprehensive general framework to protect information and data. Action for this recommendation begins with a regional study to provide foundational knowledge for policy makers on cross-sector data protection mechanisms that still allow for legitimate usage. By putting data protection measures in place, the region will protect the capacity for growth and expansion of current and future digital services.

### **2. Encourage acceptance of digital means of payment for the development of digital commerce.**

Digital payment methods are key enablers for the opportunities associated with online trade for both businesses and consumers. The starting point to implement this recommendation is to develop a study that identifies national and regional barriers for the expansion of digital means of payment and opportunities for financial regulation harmonization. With this foundational knowledge established, work can begin on developing a roadmap and strategies for enabling digital means of payment.

**3. Expand the number of regional SMEs using digital technologies for business.**

Nearly 70% of the region's SMEs do not have an online presence and many still lack the use of basic digital communications tools with customers and the supply chain.<sup>iv</sup> Developing their capacity to include technology and connectivity in their operations is vital for the next generation of local digital economy players. Action in support of this recommendation presents an opportunity for national trade associations to offer training to SMEs on how to maximize digital commerce opportunities.

**4. Develop regulatory mechanisms that fit digital services' unique characteristics (openness, inter-jurisdiction) and address cyber security.**

In developing the regulations that govern digital services, regulators should avoid applying traditional regulatory mechanisms, designed for earlier technology, to these services. New regulations for the digital world should also include balanced legal frameworks to address the liability of Internet intermediaries. The private sector can support regulators in this effort by implementing annual training programs designed for regulators on emerging innovations shaping digital services (e.g. blockchain, cross-border data issues, etc.).

**5. Incorporate digital economy in trade negotiations and regional integration processes.**

Lack of knowledge is a hindrance to addressing the challenges and opportunities of digitalization in all productive sectors is a deterrent for innovation and economic growth facing the 21<sup>st</sup> century. The public and private sector can collaborate in support of this recommendation to incorporate measures and clauses in trade agreements / treaties to boost digital services and innovation in the region.

**6. Develop an agenda to promote connectivity and prepare the region for 5G.**

LAC has the opportunity to make significant progress in connecting those that still remain unconnected. To do this, it is important to address spectrum management and regional regulatory harmonization in order to free space within the spectrum for the implementation of 5G. Action on this recommendation could begin with public-private pilot projects to help foster the demand for connectivity in the region. Further partnership between the public and private sectors could follow with the development of a task force dedicated to designing a strategy for the implementation of 5G.

# Energy

The Americas has a vast energy sector and a diverse set of capabilities to capitalize on for growth. New technology and public policy reforms are remaking the regional energy map. As a critical resource for business and consumers, energy is a major factor in spurring economic growth, competitiveness, social development and addressing climate change.

Given limited access to financing and restrictions stemming from a current lack of regional energy integration, consumers and businesses in Central America and the Caribbean pay high energy costs that limit competitiveness and stymie economic growth. Electricity prices in many Caribbean countries are three to four times higher than prices in the United States.<sup>v</sup>

Public-private collaboration in the energy sector therefore offers an excellent opportunity for the optimization of resources within the region. An example of this partnership is the historic opening of Mexico's energy sector to private investment and competition. Cases like this have the potential to increase energy security, energy efficiency and lower prices for consumers.

The United States, Canada, and Venezuela have significant oil and gas reserves. Other major producers of oil and gas include Mexico, Colombia, Ecuador, Peru, and Brazil. As the United States develops its shale gas and tight oil capabilities to increase its production, other countries have their own opportunities to tap into currently undeveloped shale gas reserves. In addition to shale gas prospects, the Western Hemisphere is also rich in renewable opportunities including hydro, solar, wind, biogas, biomass and geothermal power. As the region works toward a coherent vision for its energy future, shale and renewables have the potential to increase energy security and contribute significantly to economic prosperity and environmental sustainability.

Sustainability is an essential part of the energy growth in the region. The Paris Agreement on Climate Change has important implications on the limitation of greenhouse gas emissions through the nationally determined contributions (NDC) commitments made by participating countries. The ABD supports the Paris Climate Agreement and regional efforts to address climate change and believes that this must be done economically, effectively and efficiently.

## **ABD Recommendations:**

The goal of the ABD Energy working group is to provide policy recommendations and support governments in harnessing the region's energy resource potential to increase security, resiliency and overall competitiveness and economic growth in the context of environmental sustainability.

ABD proposes the following recommendations for the consideration of the Leaders at the VIII Summit of the Americas and welcomes the opportunity to partner with governments on implementation:

- 1. Maintain LAC's status as the greenest region in the world through continued investment to harness the potential of renewable energy and diversify the region's energy portfolio.**

Currently, LAC leads the world with 65% of electric energy consumption coming from renewable sources. Globally, this average is 25%.<sup>vi</sup> The benefits of renewable energy are numerous and include the reduction of greenhouse emissions, protecting countries from fuel price volatility and decreasing the pressure on the balance of payments for countries that rely primarily on energy imports. Taking advantage of the already high rate of renewable energy usage, LAC has the opportunity to be ambitious in defining renewable energy goals, serving

as an example to the rest of the world.

This recommendation presents excellent opportunity for the private sector, governments and international organizations to collaborate on strategic electrical system planning, ensuring the right mix of energy sources are developed and best practices are shared throughout the region.

**2. Develop and implement strategies to modernize grids promoting reliability, security and reducing cost through gains in efficiency.**

The middle class in LAC continues to grow and as result, an increasing number of consumers are living in bigger homes, supporting more local business and industry and buying more large appliances such as refrigerators, television sets and air conditioners. All of this is creating rapid growth in energy demand in the region. A modern and efficient grid capable of meeting this increased demand is essential in order to fully capitalize on the economic opportunity this growth presents and secure the long-term economic competitiveness of the region.

The public and private sector can work together in support of this recommendation, seeking opportunities for targeted investments to digitally enable grids, reduce line losses and improve efficiency by capitalizing on the latest generation technology. Consumers and usage also play a key role in this recommendation. Particular attention should be paid to leveraging price signals so consumers have the tools to proactively monitor consumption.

**3. Increase energy integration and promote regional trade and development of natural gas in order to capitalize on the projected growth in global gas consumption.**

Globally the next decade promises to be transformational for the natural gas industry. Led by growth in the power sector, global gas consumption is projected to grow by 33% by 2025.<sup>vii</sup> Both the countries that have developed or are beginning to develop a natural gas sector can benefit from public private partnerships, regional integration, and sharing of best practices to shift their economies to gas in the most efficient and environmentally friendly ways.

The change towards natural gas will require expansion of pipeline infrastructure to move these energy resources and further integrate the region's energy market. Expanding the pipeline infrastructure would have significant economic benefit through the development of the gas sector and supplying efficient energy sources throughout LAC. To coordinate efforts in the region, a public-private Americas shale gas council should be considered to provide guidance on best practices related to the optimal use of technology, workforce development and environmental safety.

**4. Spread the benefits of energy abundance regionally through an integrated market structure enabling efficient purchase and sale of electricity, focusing on increasing access to renewable energy sources and natural gas.**

Some countries in LAC, particularly in Central America and the Caribbean, continue to face energy deficits, and must rely on expensive, less environmentally friendly sources of energy. For these countries, having greater access to cleaner, affordable energy has the potential to lower costs for businesses and consumers and generate higher levels of productivity and economic competitiveness.

To form good policy in support of this recommendation, the starting point should be studies on societal benefits of increased electrical interconnection and a regional and sub-regional study about different alternatives and future energy scenarios in 2020, 2030 and 2050, consistent

with the commitments made as a result of the Paris Agreement. With these studies as a foundation, policy makers should consider bold moves like requiring all new power generating facilities to be built using energy from renewable sources or cleaner fuels.

**5. Revitalize and advance the energy infrastructure through the implementation of digital platforms and technologies.**

As countries work to develop alternative sources of energy, the success of emerging transformations within LAC's energy sector rely on technological advancements and the region's ability to quickly capitalize on the latest generation of technology. The digital transformation of the electricity industry and its infrastructure represents a significant opportunity to modernize and elevate the competitiveness of the region's energy sector. It also has the potential to add new skilled jobs, enable power producers and utilities to deliver electricity to citizens at a reduced cost and help to accomplish new levels of reliability, efficiency and innovation in the electricity sector.

In addition to ongoing investment in digital innovation as it relates to infrastructure, countries in the region could consider the adoption or adaptation of regulatory models for electricity and gas that reward innovation and efficiency. Public and private partnerships continue to have a significant role in support of this recommendation as well, in particular to incubate, stimulate and catalyze the ideas, research, development and test programs necessary to modernize the region's energy infrastructure.

# Finance

Today in the Americas, many countries are focused on pro-growth initiatives to open and diversify their economies, mobilize private investment and increase economic inclusion and formality. Underlying these strategies are two critical and interrelated realities: first, the need (and expectation) to increase transparency and second, technological advancements that are revolutionizing how societies connect and transact.

Financial systems and capital markets are facilitators of economic activity and therefore have an important role to play in achieving increased transparency and implementing advanced technologies.

Technology has the potential to both significantly expand access to formal financial services across the region and reduce corruption that can come from traditional cash-based transactions. There are approximately 250 million unbanked people<sup>viii</sup> in the region and the traditional and non-traditional channels enabled by the latest technology have the potential to help this part of the population gain access to formal financial services. In addition to more opportunity to access services, national financial inclusion strategies, financial education programs, simplified accounts, digital money platforms and innovative ways to assess credit worthiness have emerged in recent years. As the formal financial market expands in the region, if used properly, technology has the power to create more transparent, integrated markets and reduce corruption.

## **ABD Recommendations:**

The goal of the ABD Finance Working Group is to identify a set of best practices and provide policy recommendations to support governments in strengthening the region's financial markets to support sustainable development, while fostering transparency and leveraging technology.

The ABD Finance working group has identified four key pillars to promote social and economic development within the region: capital markets development and integration, infrastructure financing, financial system strength, access, and inclusion and regulatory cooperation.

Within these four pillars, the ABD proposes the following recommendations for the consideration of the Leaders at the VIII Summit of the Americas and welcomes the opportunity to partner with governments on implementation:

- 1. Create a regional central counterparty clearing house and common standards for mutual recognition of pension and mutual funds.**

Governments and companies are increasingly looking to capital markets as a source of financing to provide goods, services, and infrastructure to citizens and consumers alike. This recommendation supports the deepening and harmonization of these capital markets in LAC. The starting point for this recommendation could be a pilot leveraging the existing work of the Pacific Alliance and other interested countries. The ABD can provide technical support, develop a roadmap and host workshops among willing regulators.

- 2. Create a regional infrastructure hub and financing facility to help develop and execute a pipeline of feasible projects.**

Infrastructure investment is a critical dependency in increasing economic competitiveness and job creation, connecting countries to regional and global markets and providing needed

services to citizens. Studies estimate that LAC must invest about 5% of its GDP over the next 20–30 years to close the infrastructure gap.<sup>ix</sup> Such investment would be equivalent to an additional US\$100 billion a year.\* Alternative funding mechanisms and transparent processes have become very important in bridging the gap and crowd-in private investment in infrastructure. The Infrastructure Hub will help develop a pipeline of feasible projects and bring those projects to fruition. The ABD together with the IDB looks forward to announcing progress on this Hub at the CEO Summit of the Americas in 2018.

### **3. Commit to implementing digitized financial flows.**

The digitization of financial flows is a game-changer in the effort to increase access to the financial system. Both the public and private sectors can participate in making digital financial flows a reality. In support of commitments made to digitizing financial flows, governments can act as agents for digital payments and collections. The private sector can work to foster digital payments and financial services. Action on this recommendation could begin with a sub-regional pilot together with the IDB, ABD, and other relevant actors to devise a roadmap to create an enabling environment for digital payments and a regulatory “sandbox” to leverage in support of the FinTech revolution.

### **4. Secure private sector participation at regional gatherings of financial market regulators with an initial focus on capacity building in FinTech, cyber security and anti-money laundering.**

Through greater coordination among regulators and active participation of the private sector, there is opportunity to enhance efficiency, effectiveness and transparency for market regulators and market participants. The ABD sees potential to create a more robust mechanism for coordination between regulators and financial system actors in the Americas to increase the competitiveness and attractiveness of the region on a global scale. Action towards implementing this recommendation could begin with securing private sector/ ABD participation at the Inter-American Development Bank’s gathering of financial market regulators.

# Human Capital and Innovation

According to the World Economic Forum's (WEF) 2017 Global Competitiveness Report, Latin America and the Caribbean (LAC) has gaps in all 12 pillars of competitiveness.<sup>xi</sup> There are a multitude of factors that affect productivity and competitiveness across the region, but innovation and human capital development are two of the most significant variables in enhancing LAC competitiveness.

The number of currently unfilled positions in the region indicate that, despite large investments in education, LAC needs to build a highly skilled workforce with both technical and soft skills.<sup>xii</sup> The skills gap in the region not only leaves positions open, but also limits the number of workers who are capable of innovation on the job, hurting absorptive capacity of firms in the region. This becomes a cyclical problem as low levels of innovative activities suppress the economy's demand for highly skilled workers, creating a cycle of low productivity that continues to limit the region's competitive potential.<sup>xiii</sup>

The drivers of the skills mismatch in LAC include factors like unequal access to quality education and the misalignment between employer needs and worker competencies.<sup>xiv</sup> To address this mismatch, public-private collaboration offers an excellent opportunity to build a highly skilled workforce that matches employer necessities, which will increasingly demand advanced,<sup>xv</sup> specialized technical competencies, complex problem-solving and social and systems skills. A successful public-private partnership to identify and address employer skills requirements will also support a reduction in the innovation gap in LAC.

There are several indicators with which to measure the innovation gap, one being number of patents. Mexico and Brazil are the two leading countries in this index and they represent less than 0.004% of the total global filings.<sup>xvi</sup> This figure indicates that there is room for growth that could be supported by a reliable intellectual property framework. According to the Organisation for Economic Cooperation and Development (OECD), a "strengthened intellectual property rights framework can create spillovers, incentivize innovation, increase trade and trade-related investment, and boost intellectual property-intensive economic activities."<sup>xvii</sup> This, in addition to investment are important factors in closing the innovation gap. Currently, LAC lags in research and development with less than 0.7% of its GDP invested in research and development.<sup>xviii</sup>

## **ABD Recommendations**

The goal of the ABD Human Capital and Innovation working group is to provide policy recommendations and support governments in encouraging innovation, developing high-quality human capital and implementing initiatives that align worker skills with employer needs.

ABD proposes the following recommendations for the consideration of the Leaders at the VIII Summit of the Americas and welcomes the opportunity to partner with governments on implementation:

- 1. Create local and regional forums to establish formal and ongoing dialogues between public and private sectors about innovation in all its forms (business process to lab research), solidifying innovation as an integral part of long-term economic development strategy.**

Action for this recommendation begins at the local level, establishing national dialogues on innovation which can eventually spread to more formal cross-border collaboration between the public and private sectors. To raise the profile of innovation on the national and regional agendas, innovation strategy should be designed with the input of its main stakeholders - government, academia, the private sector and beyond. Creating national and eventually

regional innovation forums can help achieve a regional focus on innovation policy and help support effective policy making in support of innovation.

**2. Institute and enforce intellectual property protection legislation consistent with international standards to create a secure and competitive environment for private sector investment in innovation.**

This recommendation presents an opportunity for public-private dialogue on persistent intellectual property (IP) related issues such as patent backlog, infringement, digital piracy, etc. This multi-stakeholder group could then be valuable in supporting creative solutions such as increased capacity to strengthen anti-counterfeit and piracy efforts. These are important first steps in IP protection and achieving legislative harmonization on par with international standards established by the World Intellectual Property Organization (WIPO).

**3. Develop national skills qualification frameworks to enable talent mobility and growth. These frameworks should be comprised of regionally recognized, competency-based and stackable credentials.**

National Qualification Frameworks (NQF) are structures for the development, classification and recognition of skills and competencies.<sup>xix</sup> They can enhance the quality of education and training systems, facilitate access and progression within education and careers and contribute to better synchronization of workforce qualifications with actual skills needs in the market. These frameworks are an excellent opportunity for public and private partnership to not only create the framework, but proactively balance supply and demand for skills nationally and regionally.

**4. Work to close the skills gap in LAC and enhance market relevance of education/ training programs by aligning them with existing and future skills needs of employers, with particular focus on STEM, foreign language and digital skills.**

This recommendation can be approached from multiple points in the educational journey. The public sector can work to update school curricula to better prepare children and youth for changing job markets and embed a focus on STEM (science, technology, engineering, and mathematics) and language skills development throughout the educational experience. The private sector can contribute through strategic investments in curricula development, teacher and student training, entrepreneurship promotion and skills development and tailored job training programs. Ultimately, to close the skills shortage, and produce the qualified talent companies need, businesses, governments and education providers must work closely together to enhance educational systems and anticipate future demand for skills.<sup>xx</sup>

## Infrastructure & Logistics

Development of productive infrastructures is a key step towards achieving the goal of raising per capita GDP to levels equivalent to those of the OECD countries. There has been concerted effort in the region in recent years and advancements have been made in infrastructure, land transportation projects, ports, airports and urban transportation. When looking at this trend globally, public sector investment in infrastructure has been above 2.5% of GDP since 2008<sup>xxi</sup>, while Public-Private Partnership (PPP) global investment in infrastructure was between 0.6 and 1.0%.<sup>xxii</sup> While LAC has made progress in infrastructure, several studies have shown that LAC requires an investment of around 5% of its GDP over a prolonged period to close the infrastructure gap. Such investment would be equivalent to an additional US\$100 billion a year.<sup>xxiii</sup>

In 2015, LAC had a 5.5% share of worldwide trade, while emerging and developing economies in Asia increased their share to 32.9%.<sup>xxiv</sup> Intra-regional trade in LAC is also below that of other regions. The European Union and Asia, except for Japan, recorded high percentages of intra-regional trade (60% and 39% respectively in 2015). For LAC, this figure is 16% of total trade.<sup>xxv</sup> This difference in trade between LAC and other regions represents an opportunity for growth that can be supported by achieving increased quality of infrastructure and logistics chains.

Airports are one example of the opportunity for infrastructure growth in the region. Forecast figures show that air travel in the region will grow by 3.8% by 2035, serving a total of 658 million passengers which is an additional 345 million passengers annually than today.<sup>xxvi</sup> Proactive planning for this level of growth is needed in order to fully capitalize and support this level of anticipated growth.

Social inclusion is also a factor that can be influenced through infrastructure planning. As noted by the Inter-American Development Bank, urban transportation is a fundamental pillar for accessibility and social inclusion, environmental sustainability, and efficient and safe mobility in cities.<sup>xxvii</sup> In urban areas Bus Rapid Transit (BRT) systems have managed to meet a good proportion of the demand for mass mobility in the cities. However, with only low levels of Latin American cities having some kind of urban-suburban train system, there is further opportunity to increase social inclusion through urban transportation.

### **ABD Recommendations**

The goal of the ABD Infrastructure and Logistics working group is to make policy recommendations supporting infrastructure modernization, growth and integration in the region in order to facilitate economic prosperity in the Americas.

ABD proposes the following recommendations for the consideration of the leaders at the VIII Summit of the Americas, welcoming the opportunity to partner with governments on implementation:

- 1. Develop multimodal, interconnected infrastructure and transportation to support efficient and low-cost transportation of goods throughout the supply chain.**

When planning for this recommendation, consider efficiency opportunities when moving goods between production, manufacturing, assembly and storage centers. When planning for connection points along the supply chain, account for connectivity between terminals located more towards a country's interior as well as Logistics Activity Zones and import-

export nodes. Bold projects such as the such as the Pan-American Highway, Pacific and Atlantic coastal connections and those developed by the IRSA and Mesoamerica are encouraged to support efficient and low-cost transportation of goods throughout the supply chain.

**2. Develop and implement land management and usage strategies in cities to improve the efficient flow of passengers and cargo.**

To achieve this recommendation, the region should identify key demographic and land use studies to inform the development of an integrated urban transportation system plan. The plans should also factor transportation of goods and access of products from origin to markets. These studies should factor in information on the effects of new information technologies and how to face increasing population density in cities and regions.

**3. Promote the use of the *SOURCE* tool on all future infrastructure projects to improve project preparation, manage risk and facilitate additional funding opportunities.**

*SOURCE*<sup>xxviii</sup> is a project preparation platform supported by Multilateral Development Banks and public-private partners created to address the global infrastructure gap and support the UN sustainable development agenda. *SOURCE* provides comprehensive support to national and subnational governments encompassing the whole project lifecycle including the preparation, procurement, development and operating phases. It provides on-going integration of best practices from the world's best public and private infrastructure experts.

**4. Enable investment methods to stimulate infrastructure financing of all types, utilizing funds from governments, multilateral agencies and institutional investors with particular focus on PPPs.**

Given the substantial financing needs to overcome the infrastructure gap, governments should stimulate infrastructure financing of all types, utilizing funds from governments, multilateral agencies, pension funds and private equity and facilitate the creation and adaptation of public-private partnerships (PPPs) for all infrastructure modes, to promote key regional works. Enabling and enhancing public works thought tax payment model.

**5. Develop risk profiles for all infrastructure projects (in-flight and future) that include strategies on how to mitigate the identified obstacles.**

Project risk profiles should address things like sovereign risk, construction risk, foreign exchange risk and expropriation risk.

**6. Engage full government support to successfully execute environmental license and community consultation processes to ensure proper development of infrastructure works, secured by rule of law.**

To support policy planning for this recommendation, a foundation of knowledge should be built through feasibility and climate change studies.

# Natural Resources

In the history of Latin America and the Caribbean (LAC), economic booms tend to be associated with strong investments in extractive industries (mining, oil, and gas). In 2012, 25% of global exploration investments were made in Latin America.<sup>xxx</sup> Yet even with this level of global investment, there is still untapped potential in the region. Over 75% of mining investment go into projects in only three countries in the region: Chile, Peru, and Brazil. Estimates show that by 2020, those three countries plus Argentina, Colombia, and Mexico will receive 50% of global investments in mining.<sup>xxx</sup> This leaves untapped opportunity in other LAC countries with vast, under-utilized and cost-competitive resources.

The weakening of commodity prices starting in 2013 and the slowdown in foreign investment into the region have contributed to lower LAC growth. As the sector makes its way through another down-cycle, it is an optimal time to explore the challenges facing foreign and domestic investors in LAC's extractive industries. Developing consistent and sustainable policies that address these challenges will revitalize natural resource investment in the region and safeguard the sector's positive impact in the long-term. In examining these challenges there is also the opportunity to build a strategic, long-term vision, both at the national and regional levels, that address the areas in need of improvement with a multisector, integrated and territorial approach to sustainable development.

There is excellent opportunity for public-private collaboration in the natural resources sector. The two sectors can work together to unlock the potential of extractive industries to catalyze economic, social and environmental development. There is also potential for growth in engaging constructively with government and civil society leaders towards the creation of shared value.

The ABD acknowledges that natural resource extraction is a historically sensitive topic. To be successful, extraction needs the support of an institutional system that can formulate and implement long-term policies that generate certainty for all stakeholders involved.

## **ABD Recommendations:**

The goal of the ABD Natural Resources working group is to provide policy recommendations and support governments in responsibly harnessing the potential of the extractive sector, particularly mining.

ABD proposes the following recommendations for the consideration of the Leaders at the VIII Summit of the Americas and welcomes the opportunity to partner with governments on implementation:

### **1. Adopt multi-stakeholder, collaborative processes to generate shared value from the extractive sector.**

The extractive sector can significantly contribute to social inclusion and sustainability by collaborating with governments and other productive agents to promote quality employment opportunities and improve the provision of basic services and public goods. In communities where mining is present, local public-private collaborative networks can be established to strengthen local community relationships with the government and industry and do things like allocate funds for local projects in a transparent manner, so that local communities can effectively experience the associated benefits and not experience damages to environmental and social systems.

Further investments can be facilitated through the adoption of income distribution schemes that ensure that governments and companies share the risks and rewards of the extractive activity. A net profit base royalty scheme avoids renegotiations through the ups and downs of the commodity cycle. Examples like Canada offer a good starting point for discussion.

## **2. Ensure clear and consistent enforcement of laws and regulations.**

There is significant opportunity to support this recommendation through enhanced communication. Well trained regulatory enforcement officials can be deployed to foster an ongoing dialogue with miners, building trust and mutual support of compliant mining. In addition, institutions that grant permission for extraction activities and environmental regulators should work to maintain constant communication and remain in synch on priorities and processes. All of this work should be informed by and evolve with studies on environmental and social issues associated with mineral extraction and processing.

Governments that insulate their extractive sector regulations from changes in political leadership will engender confidence in resource investors, attract larger, more profitable and long-term projects and ultimately garner higher rents from resource projects. Public institutions in charge of environmental and social matters need well-trained enforcement officials that can ensure good conduct and maintain an ongoing dialogue with big and small miners.

## **3. Promote investment in infrastructure through public-private partnerships focused on power, worker skills, transportation infrastructure, geological databases and mining think tanks.**

The opportunities associated with this recommendation are vast and include things like funding efforts to upgrade railroads and modernize ports in LAC as well as investing in reliable and renewable energy sources in communities it more suitable. Public- private partnerships could also work to address the skills gap in mining and support creating a local workforce through funding to create colleges and training institutes. To support this wide variety of opportunity in the long term, private-public funded industry think tanks could be created.

# Regulatory Cooperation

Regulatory coherence is critical to the success of anti-corruption efforts and facilitating regulatory cooperation amongst governments in the Americas. Regulatory cooperation is also an important part of driving prosperity across the region as economies are increasingly integrated. Regulations that support integration can prevent and remove barriers to trade and investment that may result from regulatory divergences amongst trading partners.

National processes for developing regulation should also be integrated with internationally recognized best practices. Doing so will help strengthen anti-corruption efforts by providing certainty for investment through transparent processes.

Regulators across borders have many common purposes including safeguarding public health and safety, environmental quality, protecting consumers and facilitating well-functioning markets. Unnecessary regulatory divergence can burden the economy and harm national competitiveness without achieving the goal of providing additional protections. Historically, uncompetitive regulatory systems have also incentivized rule of law violations. Where this is the case, improved and simplified procedures, enhanced training of regulators and cooperation among regulators can produce administrative efficiencies, improve transparency, support public health and safety and increase economic prosperity and innovation. If successful in streamlining and improving regulatory systems, not only can businesses in the region benefit, but so too can regulators, consumers and governments.

## **ABD Recommendations:**

The goal of the ABD Regulatory Cooperation working group is to provide recommendations in support of enhanced regulatory coherence in the region that will strengthen anti-corruption efforts and help spur economic growth.

ABD proposes the following recommendations for the consideration of the Leaders at the VIII Summit of the Americas and welcomes the opportunity to partner with governments on implementation:

## **Good Regulatory Practices:**

- 1. A. Embrace a set of Good Regulatory Practices (GRPs) to facilitate development of competitive economies and support strong participatory and transparent democracies.**

Regulatory cooperation initiatives should begin with each participating government benchmarking its regulatory processes against international best practices encouraging public consultation and meaningful stakeholder engagement before finalization. The private sector can support this by providing expertise, especially with technical data, to help develop optimized processes and create uniformity across participating authorities. Once benchmarking is complete, action plans for implementation of regulatory best practices should be developed that include a range of tools such as education and training and exchanges among regulators to overcome resource constraints and improve communication and trust amongst regional regulators.

As a part of the action plan for this recommendation, ABD will include a list of 11 best practices for use in the development of coherent regulation.

**1. B. Develop a mechanism for private sector and inter-government coordination on dedicated regulatory cooperation projects.**

Our goal in the Americas should not just be to meet international standards and be on par with our trans-Pacific and trans-Atlantic trading partners, it should be to enhance the competitiveness of the region by going further. Countries should build on the foundation of institutional exchanges and communications among regulators that exist in certain sectors and sub-regions of the region. For the public sector, action in support of this recommendation begins with mapping these existing institutional exchanges and communications among regulators and identifying opportunities for increased coordination or collaboration. The private sector can support the effort by developing an action plan to collaborate with the public sector on dedicated regulatory projects focused on regulatory cooperation across borders and opportunities for regulatory process upgrades.

**Best Practices for Issuing Permitting:**

**2. A. Develop a certification in permitting best practices and make it available to public servants and governments.**

Permitting is one of the core components of regulatory competitiveness and rule-of-law predictability for businesses. Sclerotic permitting processes lend themselves to corruption and permitting delays and are a serious threat to business investment and job creation plans. Businesses that grow create new employment opportunities, but in order to do so, permitting is often required. The development of a certification in permitting best practices is something that could possibly be led by international organizations and academia, with input from the ABD on best practices. Once the certification is available, the public sector can support by encouraging and making it possible for government employees working with permits to be certified.

**2. B. Share knowledge on permitting best practices through Massively Open Online Courses (MOOCs) and by providing opportunities at regional forums for early adopter public servants to present best practices.**

The creation of a MOOC on permitting best practices represents an opportunity for public and private collaboration first to create the MOOC and then in the ongoing maintenance of the resource. This partnership could continue once a permitting certification is available to encourage public servants in the region to get certified and to work towards a universal permitting certification.

# Trade Facilitation

Implementing effective trade facilitation initiatives can support governments in the quest to optimize border procedures, reduce costs derived from global trading operations, boost exports and imports and obtain greater benefits from international trade while maintaining border security. Making progress in these key areas increases Latin America and the Caribbean (LAC) performance and participation in Global Value Chains (GVC).

Even after the implementation of trade facilitation reforms during the past years in LAC, businesses still face obstacles that prevent the free circulation of goods in the global supply chain. Blockages on border infrastructure and transport such as excessively bureaucratic customs regulations, formalities, obsolete security programs, corruption and complex border regulations can be as harmful for commerce as duties for trade. A recent report by the World Economic Forum (WEF) concluded that eliminating these duties worldwide would only represent a 1% increase to the global GDP, while reducing customs obstacles and facilitating trade would increase the global GDP by around 5%.<sup>xxx</sup> The OECD estimates that each reduction of 1% to the costs of global trade translates into an increase in global income of up to US\$40 billion.<sup>xxxii</sup> In addition, the OECD estimates that the World Trade Organization's Trade Facilitation Agreement (TFA) may reduce trade costs by almost 17% for low-income countries, and by 12% for high-income countries.<sup>xxxiii</sup>

As the aforementioned data indicates, there is significant value associated with improved trade facilitation practices. LAC has the opportunity to address the challenge of enhancing trade practices to improve integration in GVCs increasing exports and investment opportunities bolstering economic activity in the region.

## **ABD Recommendations:**

The goal of the ABD Trade Facilitation working group is to provide policy recommendations in support of increasing trade and investment within the region. To define recommendations and action plans in support of this goal, the trade facilitation team leveraged the results of the Inter-American Development Bank Trade Facilitation questionnaire and the Global Express Association Survey.

ABD proposes the following recommendations for the consideration of the Leaders at the VIII Summit of the Americas and welcomes the opportunity to partner with governments on implementation:

- 1. Strengthen the Authorized Economic Operator ('AEO') program and implement automated risk management systems to promote a "Secure Logistics Chain for the Americas."**

This recommendation supports the implementation of the World Trade Organization Trade Facilitation Agreement (TFA) Article #7: Release and Clearance of Goods. Action in support of this recommendation could begin with a public-private partnership on two pilots with active involvement of the private sector. One using two AEO companies located in different countries, so the program could showcase ways to strengthen AEO practices. A second one, a risk management pilot where industry and government in the region partner and test implementation of low risk principles. A stronger AEO operation in the region encouraging mutual recognition agreements between customs agencies and a risk management pilot would lead to lower-risk, streamlined inspections, lowering costs for the producer and supporting a secure supply chain in the region. Border agencies should coordinate their risk assessment

activities and conduct the analysis immediately upon receipt of shipment pre-arrival information, using electronic systems to enable automated assessment.

**2. Advance strategically in the implementation of state-of-the-art and interoperable Single Windows.**

The objective of this recommendation is to cultivate strategic collaboration between governments and the private sector to develop single windows for all international trade transactions. This recommendation is also made in support of TFA Article #10: Formalities Connected with Importation, Exportation and Transit. Electronic single windows are an important trade facilitation tool to optimize and reduce the time and costs associated with export, import, and transit transactions. Interoperable single windows enhance security and facilitate the exchange of data between governments and users. The starting point for this recommendation is a management group comprised of public and private representatives that can work on process mapping and reengineering of single window connectivity within the region for imports and exports.

**3. Implement trade facilitation measures to foster SME's growth through participation in international trade.**

This recommendation supports the implementation of TFA Article #7 and article #10. SMEs can now reach virtually any consumer in the world and yet they frequently face very complex border procedures in addition to high costs of clearance and shipping. This complexity can work as a deterrent, limiting trade across borders. To help define policy proposals that will simplify and harmonize regulations in the region, unlocking the full potential of SMEs' participation in eCommerce, policy makers should begin with best practices and studies from around the world related to the benefits of simplifying import procedures for low value shipments, including raising and standardizing the *de minimis* between US\$200-\$800. In the case of the United States, raising *de minimis* from the current US\$200 to \$800 could result in net economic benefits of US\$17 million per annum.<sup>xxxiv</sup>

**4. Facilitate the use of advance rulings in the region.**

This recommendation supports implementation of TFA Article #3: Advance Rulings. In a recent study on the impact that trade facilitation actions have on costs, the OECD identified the advance rulings system as the trade facilitation activity with the single most impact. This tool is one of the main trade facilitation indicators which, if applied in its entirety, may lead to an overall reduction of 10% in trade costs. With regards to advance rulings alone, their effect on reducing trade costs was estimated at around 5.4%.<sup>xxxv</sup> Under the guidance of the Inter-American Development Bank, the Global Alliance for Trade Facilitation and others, the private and public sector could collaborate in support of a pilot dedicated to improving the efficacy of issuing advanced rulings and defining a methodology for implementation.

**5. Provide training to SMEs to support participation in international trade.**

This recommendation supports implementation of TFA Article #21: Provision of Assistance and Support for Capacity Building. SMEs often lack the knowledge and means to comply with international trade laws and regulations. Simple training on the basics of customs documentation and procedures can help SMEs gain the confidence to engage in international trade. Implementation of this recommendation also lends itself well to a pilot program on possible models of providing training to SMEs with the goal of certifying them in logistics and international trade. The Inter-American Development Bank's ConnectAmericas.com platform has a myriad of tools for connecting SMEs and providing online training with proven success and is at the disposal of the countries to partner on this effort.

# Transparency

There is a broad consensus among international organizations and academia that corruption and lack of transparency have a negative effect on the economy. When corruption proliferates it erodes the efficient allocation of public spending, encourages tax evasion, generates additional costs in financing and transactions, discourages investment and negatively impacts productivity and, therefore, economic growth.<sup>xxxvi</sup>

Many studies have analyzed how corruption directly and negatively affects growth in countries with limited resources,<sup>xxxvii</sup> at the same time showing that the least transparent countries are those with low human development indicators.<sup>xxxviii</sup> According to the Organisation for Economic Co-operation and Development (OECD), the real social costs of corruption cannot be measured by bribes paid or by estimating the value of misappropriated state property. Rather, it is the loss of output due to the misallocation of resources, the distortions of incentives and other inefficiencies generated by corruption that create the true costs to society.<sup>xxxix</sup> Moreover, institutions such as the International Monetary Fund (IMF)<sup>xl</sup> and the World Bank,<sup>xli</sup> estimate that 2% of global GDP is lost paying bribes affecting both developed and developing countries.

The Global Competitiveness Report 2017-2018 of the World Economic Forum (WEF) identifies corruption as one of the main obstacles for the private sector when doing business. For example, the OECD states that corruption, aside from decreasing investment by 5%, increases the cost of doing business by 10% on average.<sup>xlii</sup> This holds true for business in Latin America and the Caribbean (LAC). Corruption in the region increases costs by incorporating an “invisible tax,” raises barriers for market entry (especially for small and medium enterprises) and undermines the quality of both products and services.<sup>xliii</sup> While the precise impact of corruption on development is difficult to determine statistically, some authors suggest “that an improvement in corruption from the lowest quartile to the median could raise per capita income by about US\$3,000 in LAC over the medium term.”<sup>xliv</sup>

The negative effects of corruption and lack of transparency in economic and market performance show that this is not a concern exclusive to the public sector. Globally and regionally the private sector has also become increasingly engaged with the challenges posed by corruption and the potential opportunities for solutions and growth.

## **ABD Recommendations**

The goal of the ABD Transparency working group is to provide policy recommendations and support governments and the private sector in promoting transparency and integrity. When the final Transparency recommendations are completed for the VIII Summit of the Americas, the ABD will provide best practices and case studies along with each recommendation.

ABD proposes the following recommendations for the consideration of the leaders at the VIII Summit of the Americas, welcoming the opportunity to partner with governments on implementation:

### **1. Create a registry of beneficial ownership accessible to the public.**

According to the Financial Action Task Force on Money Laundering (FATF), the term beneficial owner refers “to the natural person(s) who ultimately owns or controls a customer and/or the natural person on whose behalf a transaction is being conducted. It

also includes those persons who exercise ultimate effective control over a legal person or arrangement.”<sup>xlv</sup> Creating a public registry of final beneficiaries that is accessible to the public with accurate and updated information can help limit corruption and add an increased level of transparency to corporate structures of all kinds.

**2. Modernize procurement systems to ensure a legitimate and transparent public acquisitions and procurement regime that covers the entire life cycle of the contractual relationship.**

The United Nations Office on Drugs and Crime states that “a procurement system that lacks transparency and competition is the ideal breeding ground for corrupt behavior.”<sup>xlvi</sup> A procurement regime that is sound and enabled by modern technology is an important step towards ensuring that the procurement process is highly participatory for all bidders and that procurement decisions are based on merits and quality.

**3. Define and implement administrative simplification plans. These plans should prioritize consolidating processes that involve multiple public entities such as company incorporation and the granting of permits and licenses.**

The overall objective of administrative simplification is to standardize administrative processes and eliminate requirements, activities and intermediaries that do not add value to customers (citizens or companies). If successfully implemented, administrative simplification will help reduce paperwork, streamline business processes across public administration, improve public information access and increase citizen participation.

**4. Strengthen the mechanisms of open government and access to public information under the principles of timely delivery, reliability and information integrity.**

Access to information is a fundamental right that also contributes to promoting transparency, integrity and accountability. It allows citizens to participate in public decision-making and provide input into how public resources are used to preserve their rights.

**5. Adopt procedures and mechanisms to ensure regulatory transparency and citizen participation in creating quality and transparent regulations.**

The first step in acting in support of this recommendation is adopting processes to ensure the availability of information from the start of the regulatory cycle/ preparation and to disseminate proposals to all sectors involved (not only economic actors). Ongoing work to support regulatory transparency mechanisms should focus on creating an open and participatory consultation and regulation review process for both existing and new regulations. Efforts to guarantee transparency should also apply when working to ensure regulations are coherent, logical and of high quality.

**6. The private sector should adopt a comprehensive anti-corruption plan that includes a mandatory code of corporate conduct.**

At the center of this recommendation is private-sector commitment to a zero-tolerance policy on corruption. When considering this and crafting a code of corporate conduct in accordance with applicable laws, the private sector should consider issues related to conflicts of interest, prohibiting irregular payments and gifts of any kind.

**7. Incentivize voluntarily publication of company expenditures made to the public sector.**

Mandatory and voluntary disclosure fosters more transparency in doing business and governmental accountability. To contribute to overall budgeting transparency and governmental accountability in the administration and allocation of public resources, the private sector could voluntarily report on expenditures made to the public sector. Of particular interest are royalties and political contributions.

# End Notes

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- <sup>ix</sup> Perrotti and Sánchez 2011; CAF 2013; Serebrisky 2014
- <sup>x</sup> IDB. "Increasing the efficiency of public infrastructure delivery: Evidence-based potential efficiency gains in public infrastructure spending in Latin America and the Caribbean." - <https://publications.iadb.org/handle/11319/8555>.
- <sup>xi</sup> World Economic Forum. "Global Competitiveness Report 2017" - <http://reports.weforum.org/global-competitiveness-index-2017-2018/latin-america/>. To see the 12 pillars of competitiveness please review Appendix A "Methodology and Computation of the Global Competitiveness Index 2017-2018" of the WEF Report available at the following link: <http://www3.weforum.org/docs/GCR2017-2018/04Backmatter/TheGlobalCompetitivenessReport2017%E2%80%932018AppendixA.pdf>
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- <sup>xv</sup> Busso, M., J. Cristia, J. Messina, D. Hincapie and L. Ripani 2017. Learning Better: Public Policy for Skills Development. InterAmerican Development Bank.
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- <sup>xxiv</sup> "Integration and Trade Sector from the IDB with data from UN COMTRADE" <https://comtrade.un.org/>
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- <sup>xxvii</sup> IDB 2014; Serebrisky 2014. *Sustainable Infrastructure for Competitiveness and Inclusive Growth*. Inter-American Development Bank, Washington, DC. <https://publications.iadb.org/bitstream/handle/11319/6398/Sustainable%20infraestructure%20for%20competitiveness%20and%20inclusive%20growth%20-%20IDB%20Infraestructure%20Strategy.pdf?sequence=1&isAllowed=y>
- <sup>xxviii</sup> <https://public.sif-source.org/>

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## Annex 1- ABD Members

1. 360 Soluciones
2. 3M
3. AB InBev
4. ABB Group
5. ABCO Global
6. Abengoa
7. Acciona
8. Advanced Medical Technology Association (AdvaMed)
9. AirbnB
10. Albioma
11. Alicorp
12. Alpina Productos Alimenticios
13. Amazon
14. AmCham Argentina
15. American Action Forum
16. American National Standards Institute (ANSI)
17. Anglo American
18. Apple
19. APR Energy
20. Arcos Dorados
21. Asociación Argentina de Carreteras (AAE)
22. Asociación Automotriz del Perú (AAP)
23. Asociación Bancaria y de Entidades Financieras de Colombia (ASOBANCARIA)
24. Asociación Colombiana de Minería (ACM)
25. Asociación Colombiana del Petróleo (ACP)
26. Asociación de Administradoras de Fondos de Pensiones (AFP)
27. Asociación de Bancos de la Argentina (ABA)
28. Asociación de Bancos de México (ABM)
29. Asociación de Bancos del Perú (ASBANC)
30. Asociación de Bancos e Institutos Financieros de Chile (ABIF)
31. Asociación de Bancos Privados de Capital Argentino (ADEBA)
32. Asociación de Bancos Públicos y Privados de la República Argentina (ABAPPRA)
33. Asociación de Exportadores de Frutas de Chile (ASOEX)
34. Asociación de Exportadores del Perú (ADEX)
35. Asociación de Fábricas de Automotores (ADEFA)
36. Asociación de Gremios Productores Agrarios del Perú (AGAP)
37. Asociación de Industriales Latinoamericanos (AILA)
38. Asociación de Transportistas Argentinos de Carga Internacional (ATACI)
39. Asociación Latinoamericana de Internet (ALAI)
40. Asociación Nacional de Comercio Exterior (ANALDEX)
41. Asociación Nacional de Empresarios de Colombia (ANDI)
42. Asociación Nacional de Generadores (ANG)
43. Asociación Nacional de la Empresa Privada (ANEP)
44. Asociación Nacional de Laboratorios Farmacéuticos (ALAFARPE)
45. Asociación para el Fomento de la Infraestructura Nacional (AFIN)
46. Asociación Nacional de Generadores (ANG)
47. Asociación Nacional de la Empresa Privada (ANEP)
48. Asociación Nacional de Laboratorios Farmacéuticos (ALAFARPE)
49. Asociación para el Fomento de la Infraestructura Nacional (AFIN)
50. Atlantic LNG
51. Bahamas Electricity
52. Banque Nationale du Canada
53. Barbados Private Sector Association (BPSA)
54. Barrick Gold Corporation
55. Bechtel
56. Belize Chamber of Commerce & Industry (BCCI)
57. BHP Billiton
58. Blue Mountain Renewables
59. BMW Group Latin America and the Caribbean
60. Boeing
61. Bolsa de Valores de Lima (BVL)
62. Bolsa de Valores de Panamá
63. Boundary Stone Partners
64. Brazilian Innovative Health Industry Alliance (ABIIS)
65. BRF
66. Brigard & Urrutia
67. Cámara Argentina de Comercio y Servicios
68. Cámara Argentina de Empresarios Mineros (CAEM)
69. Cámara Argentina de la Construcción (CAMARCO)
70. Cámara Argentina de Prestadores de Servicios Internacionales Aeroexpresos (CAPSIA)
71. Câmara Brasileira de Logística e Infraestrutura (CAMARALOG)
72. Cámara de Comercio de Lima (CCL)
73. Cámara de Comercio e Industria de El Salvador (CAMARASAL)
74. Cámara de Comercio, Industrias y Agricultura (CCIAP)
75. Cámara de Exportadores de la República Argentina (CERA)
76. Cámara de Importadores de la República de Argentina (CIRA)
77. Cámara de Industria, Comercio, Servicios y Turismo de Santa Cruz - Bolivia (CAINCO)
78. Cámara de Industrias de Guatemala (CIG)
79. Cámara de Industrias y Producción (CIP)
80. Cámara de Informática y Comunicaciones de la República Argentina (CICOMRA)
81. Cámara Minera de Panamá (CAMIPA)
82. Cámara Nacional de Comercio y Servicios del Uruguay
83. Camposol
84. Canadian Council for the Americas (CCA)
85. Canadian Solar
86. Cargill
87. Caribbean Export Development Agency
88. Caribbean LED Lighting
89. Caribbean-Central American Action (CCAA)
90. Chambre du Commerce et d'Industrie d'Haiti (CCIH)
91. Cheniere Energy
92. Chevron Corporation
93. Citi
94. Coca-Cola FEMSA
95. Colombina
96. ComexPeru
97. Comisión Intergremial para la Facilitación del Comercio e Integración e Integración en El Salvador (CIFACIL)
98. Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (CACIF)
99. Compacto
100. Compañía de Minas Buenaventura
101. Confederação Nacional da Indústria (CNI)
102. Confederación de Empresarios Privados de Bolivia (CEPB)
103. Confederación de la Producción y el Comercio (CPC)
104. Confederación Nacional de Instituciones Empresariales Privadas (CONFIEP)
105. ConocoPhillips
106. Consejo Coordinador Empresarial (CCE)
107. Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnología (COMCE)
108. Consejo Hondureño de la Empresa Privada (COHEP)
109. Consejo Nacional Agropecuario (CNA)
110. Consejo Nacional de la Empresa Privada (CONEP) - Panamá
111. Consejo Nacional de la Empresa Privada (CONEP) - República Dominicana
112. Consejo Superior de la Empresa Privada en Nicaragua (COSEP)
113. Consorcio Nobis
114. Continental Gold
115. COPA Holdings
116. Corporación Dinant
117. Corporación Lady Lee
118. Corporación Multi Inversiones (CMI)

119. Council of the Americas (COA)
120. Credicorp Capital
121. CT Strategies
122. Danone Group
123. Dell
124. Delta Air Lines
125. Dentons, LLP
126. Development Finance International (DFI)
127. DHL Express
128. Distribuidora de Electricidad DELSUR
129. ECODIT LLC
130. Ecopetrol
131. Empresa de Transmisión Eléctrica S.A. (ETESA)
132. Empresa Propietaria de la Red (EPR)
133. Enel
134. Enel Green Power Argentina
135. Energía del Caribe
136. Energía del Pacífico
137. Equifax
138. Estudio Lecueder
139. EXIM Inelco
140. Experian
141. ExxonMobil
142. Facebook
143. Fasken Martineau
144. Federação Brasileira de Bancos (FEBRABAN)
145. Federación Argentina de Entidades Empresarias del Autotransporte de Cargas (FADEEAC)
146. Federación Colombiana de Logística (FEDELOG)
147. Federación de Asociaciones Nacionales de Agentes de Carga y Operadores Logísticos Internacionales de América Latina y el Caribe (ALACAT)
148. Federación de Cámaras de Comercio e Industrias de Honduras (FEDECAMARA)
149. Federación de Entidades Privadas de Centro América, Panamá y República Dominicana (FEDEPRICAP)
150. Federación de Instituciones Privadas de Educación Superior (FIPES)
151. Federación de la Producción, la Industria y el Comercio (FEPRINCO)
152. Federación Latinoamericana de Bancos (FELABAN)
153. FedEx
154. Ferreyros
155. Fiat Chrysler Automobiles (FCA)
156. Frigorífico Guaraní
157. Fundación para el Desarrollo de Guatemala (FUNDESA)
158. Gas Natural Fenosa
159. General Dynamics
160. General Electric
161. General Motors
162. Global Alliance for Trade Facilitation (GATF)
163. Global Bank
164. Global Express Association
165. Goldcorp
166. Goldwyn Global Strategies
167. Google
168. Grenada Chamber of Industry & Commerce (GCIC)
169. Grupo Arcor
170. Grupo Argos
171. Grupo Aval
172. Grupo Aviatur
173. Grupo Britt
174. Grupo de Inversiones Suramericana (Grupo Sura)
175. Grupo Falabella
176. Grupo Gloria
177. Grupo Grasco
178. Grupo Los Grobo
179. Grupo Orbis
180. Grupo Pantaleón
181. Grupo Puntacana
182. Grupo Slemma
183. Hecate Energy
184. Hilanderías Fontibon
185. Iberdrola
186. IBM Corporation
187. IC Power
188. INICIA
189. Instituto Brasileiro de Mineiraç o (IBRAM)
190. Intel Corporation
191. Interconexi n El ctrica S.A. (ISA)
192. InterEnergy
193. International Business-Government Counsellors, Inc.
194. Invenergy
195. Inversiones Bah a
196. Ita  BBA
197. Jamaica Chamber of Commerce
198. Jamaica Public Service Company
199. John Deere
200. Kimberly-Clark
201. Kinross
202. KIO Networks
203. Laboratorio Productos  ticos
204. LED Roadway Lighting
205. LinkedIn
206. Los Grobo SGR
207. Lufussa
208. Lundin Mining Corporation
209. Manchester Trade
210. Marfrig Global Foods
211. Mastercard
212. McKinsey Colombia
213. McLarty Associates
214. Mercado Libre
215. MetLife
216. Mexichem
217. Microsoft Corporation
218. Minera San Crist bal
219. Mullikin Law Firm
220. Nathan Associates
221. New Fortress Energy
222. Newmont Mining
223. NiQuan Energy
224. Nissan Mexicana
225. Nokia
226. Novus Civitas
227. OpenGov
228. Orazul
229. Organizaci n Carvajal
230. Organizaci n Corona
231. Panama Power Holdings, Inc
232. Paypal
233. PepsiCo
234. Peter Goudie Human Resources Consulting (PGHR)
235. Pricewaterhouse Coopers (PwC)
236. Procter & Gamble
237. Promigas
238. Prudential
239. PSA Peugeot Citro n
240. Redondos
241. RELX Group
242. Renault
243. Rio Tinto
244. Royal Dutch Shell
245. RPC Consulting Group
246. S&P Global
247. Salesforce.com
248. Salog
249. SAP
250. Scania
251. Schweitzer Engineering Laboratories (SEL)
252. SeaLand
253. Sertrading
254. Siemens
255. Siemens Gamesa
256. Sociedad de Fomento Fabril (SOFOFA)
257. Sociedad Nacional de Miner a (SONAMI)
258. Sociedad Nacional de Miner a Petr leo y Energ a (SNMPE)
259. Sociedad Portuaria de Cartagena
260. Softtek
261. Solar Dynamics
262. SolarCity
263. St. Kitts & Nevis Chamber of Industry & Commerce
264. St. Lucia Chamber of Commerce, Industry and Agriculture
265. St. Vincent & The Grenadines Chamber of Industry and Commerce
266. Standard & Poor's
267. Stefanini IT Solutions
268. Suriname Trade & Industry Association
269. Teka Capital
270. Telef nica
271. Terpel
272. Tesla
273. The Adecco Group
274. The AES Corporation
275. The Bahamas Chamber of Commerce and Employers Confederation (BCCEC)
276. The Coca-Cola Company
277. The Digit Group
278. The Dow Chemical Company
279. The Energy Chamber of T&T
280. The Private Sector Organization of Jamaica (PSOJ)
281. The TSL Group
282. Thermal Energy Partners
283. TNT
284. Tokai Ventures
285. Trade Facilitation Group
286. Transportes Universales SA (TUSA)
287. Trinidad & Tobago Chamber of Industry and Commerce

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- 288. Trinidad & Tobago Manufacturers Association (TTMA)
  - 289. U.S. Chamber of Commerce (USCC)
  - 290. Uber
  - 291. UBS
  - 292. Unilever Latin America
  - 293. Unión Costarricense de Cámaras y Asociaciones de la Empresa Privada (UCCAEP)
  - 294. Unión Industrial Argentina (UIA)
  - 295. UPS
  - 296. Vale
  - 297. Verizon
  - 298. Vestas Wind Systems
  - 299. Visa
  - 300. Volkswagen
  - 301. Walmart
  - 302. Wasserman & Associates
  - 303. WEG
  - 304. Western Union
  - 305. Xignux